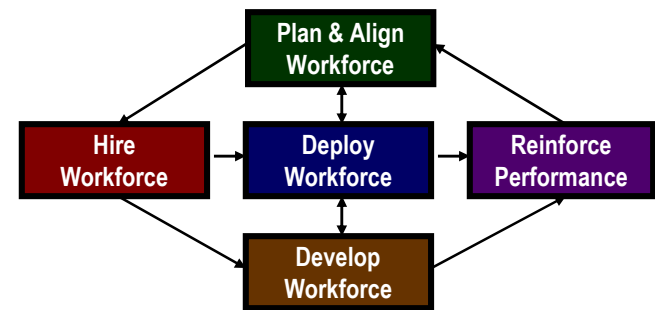

State of Washington Washington State Gambling Commission

Human Resource Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	8.8% = "Managers"; 5.7% = WMS only	L	WMS control point = 8.6%
% employees with current position/competency descriptions ^b	95%	M	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	74 avg days to hire (of 12 vacancies filled)	L	
Candidate quality ratings ^c	100% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	L	
Hiring balance (% types of appointments) ^c	9% promo; 0% new hires; 36% transfers; 46% exempts; 9% other	L	
Number of separations during post-hire review period ^c	0	L	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	98%	M	
Overtime usage: (monthly average) ^c	0.09 hours (per capita); 0.85% of EEs receiving OT	L	
Sick leave usage: (monthly average) ^c	6.1 hours (per capita)	L	
# of non-disciplinary grievances ^c	0 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	98%	M	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	97%	L	
Number of formal disciplinary actions taken ^c	0	L	
Number of disciplinary grievances and appeals filed ^c	0 grievances; 0 appeals	L	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	6.1%	M	
Diversity Profile ^a	74% female; 15% people of color; 65% 40+; 3% with disabilities	M	
Employee survey overall average rating ^d	4.0, 162 survey responses	M	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 9

Percent of agency workforce that is WMS = 5.7%

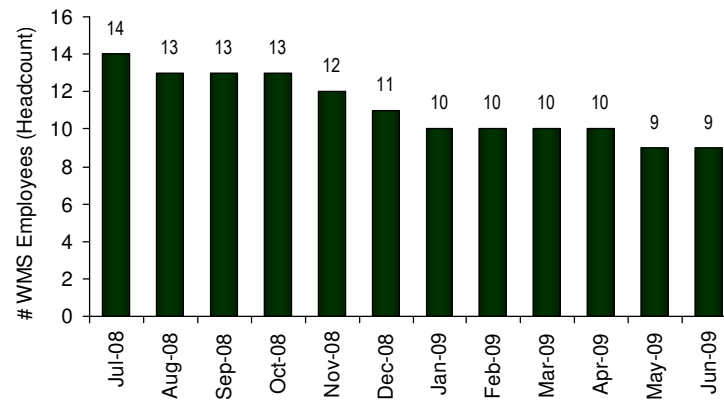
All Managers* Headcount = 14

Percent of agency workforce that is Managers* = 8.8%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

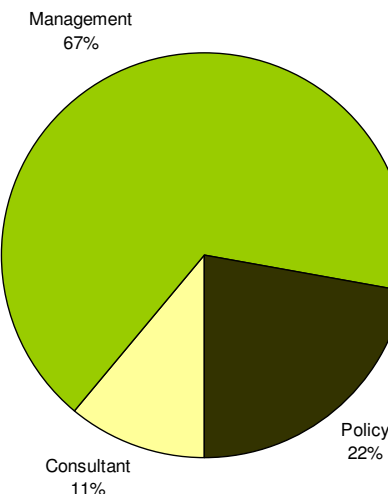
Washington Management Service Headcount Trend

Data Time Period: 07/08 through 06/09



WMS Management Type

Management	6
Consultant	1
Policy	2



Analysis:

- The agency WMS Control Point is 8.6%
- These numbers are based on 164 employees as of June 30, 2009.
- One WMS position was moved into WGS this past fiscal year because it no longer met the definition of WMS. One other WMS position was eliminated and the employee was laid off.
- There were other WMS positions that were vacant during recruitment and selection processes.

Action Steps: (What, by whom, by when)

- HR will continue to monitor and manage positions, ensuring only appropriate positions are delegated as managers and that there is an adequate manager to employee ratio.

Data as of 06/09
Source: DOP Business Intelligence

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 95%*

*Based on 62 of 65 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The agency's goal is to have current position descriptions (PDF) for 100% of employees.
- This year's percentage is slightly higher than in the October 2008 report (94.3%).
- WSGC is close to reaching its goal of 100% PDF completion rates.
- The three outstanding PDFs are from positions with descriptions on file, but that are in need of updating. Supervisors are currently working to complete those and submit them to Human Resources.

Action Steps: (What, by whom, by when)

- We will continue to work with supervisors to ensure position descriptions are updated and reflect current duties assigned to each position.
- As we move forward to receive final performance management confirmation, it is important to ensure staff is aware of current duties assigned to them, so these will be monitored more closely.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Low

Time-to-Hire Funded Vacancies

Average number of days to hire*:	74
Number of vacancies filled:	12

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Low

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 20 Percentage = 100%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 6 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- The time to hire this fiscal year significantly increased from 42.6 days in FY08.
- The increased time to fill is due, in part, to internal processes that entail internal transfer candidates being considered before external candidates.
- Additionally, the statewide hiring freeze negatively impacted the number of days to fill.
- The agency has a goal of 45 days to fill a position.

Action Steps: (What, by whom, by when)

- Processes are being implemented by human resources to develop a candidate pool for some of our more frequently filled job classes. This will enable supervisors to select from a pool of pre-qualified candidates and will cut down on the amount of time it takes to fill vacancies.
- Hiring supervisors are more involved in the planning process to fill their vacancies. As this evolves, "time to fill" may not improve quickly, however, the ultimate outcome of hiring the best person for the job will be successful.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

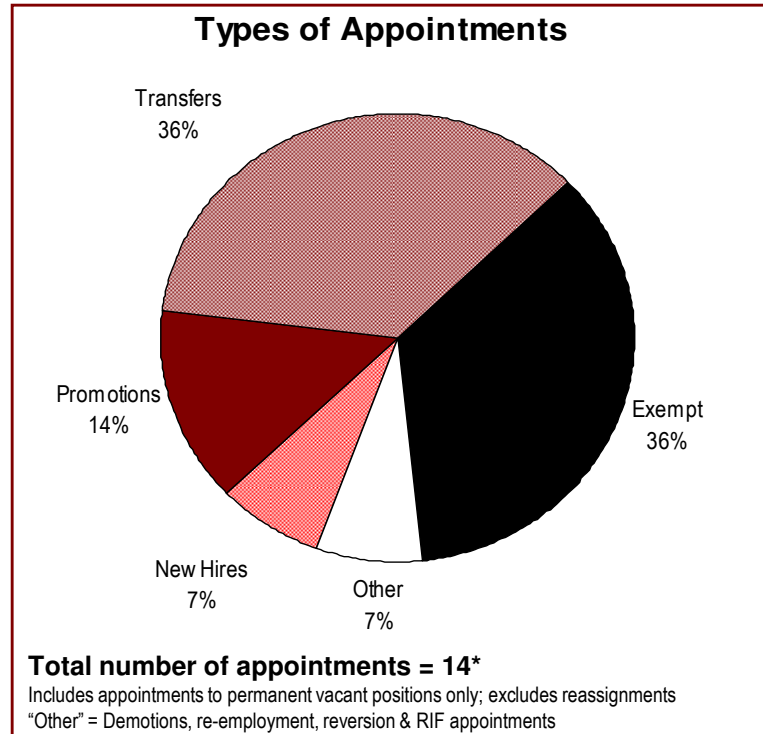
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations – Voluntary	0
Probationary separations – Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations – Voluntary	0
Trial Service separations – Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	0

Data Time Period: 07/08 through 06/09
Source: DOP Business Intelligence

Analysis:

- All movement was internal with the exception of one new hire into the agency.
- There were two promotions, one voluntary demotion, five transfers, one new hire, and five appointments (internal) to exempt positions.
- There were no separations during trial service or review periods.

Action Steps: (What, by whom, by when)

- Continue engaging hiring supervisors in the hiring process to ensure specific job requirements are considered in hiring decisions. This will ensure decisions are based on position specific requirements and will keep separations during trial service and review periods to a minimum.
- Continue to work with supervisors to ensure current and clear position descriptions are shared with candidates during the recruitment and selection processes.
- We will continue to monitor our internal processes to ensure appropriate HRMS coding is used for appointments and to ensure our internal processes result in the best hiring decisions.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 98%*

*Based on 64 of 65 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percentage of employees with current performance expectations is higher than FY08 (92.9%).
- Agency goal is for 100% of staff to have current performance expectations.
- Our supervisors do an excellent job of providing their staff with performance expectations in a timely manner.

Action Steps: (What, by whom, by when)

- Human resources will continue to monitor compliance with the expectation that 100% of our staff have current performance expectations.
- Human resources staff is currently working with one hiring manager to ensure the last outstanding PDP is completed.
- Human resources and agency managers will continue to monitor the PDPs to ensure expectations are specific, clear, measurable, and observable. This will be particularly important as we move forward with obtaining final performance management confirmation because our award criteria requires performance to exceed key results and performance expectations outlined in individual PDPs.

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

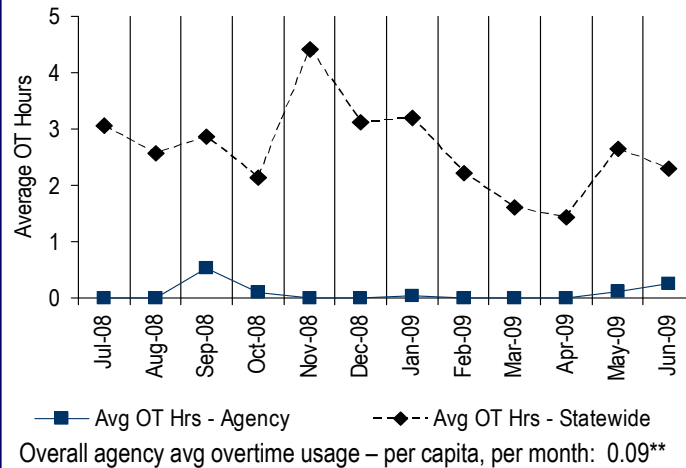
Percent employees with current performance expectations

Overtime usage

Sick leave usage

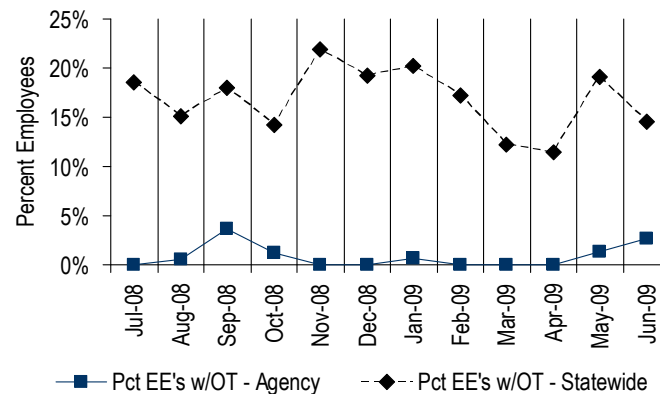
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Average Overtime (per capita) *



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

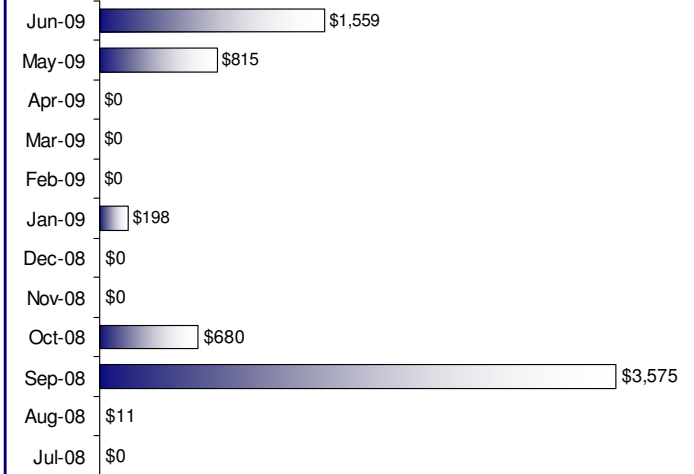


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09
Source: DOP Business Intelligence

Overtime Cost - Agency



Analysis:

- Overtime cost were less than FY08.
- Overtime was typically tied to addressing or preventing workload back logs or for time spent on special investigations.
- Agency overtime usage is significantly lower than statewide usage.
- Our agency manages overtime well.

Action Steps: (What, by whom, by when)

- Supervisors will continue to manage staff time and assignments to control overtime costs, as appropriate.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

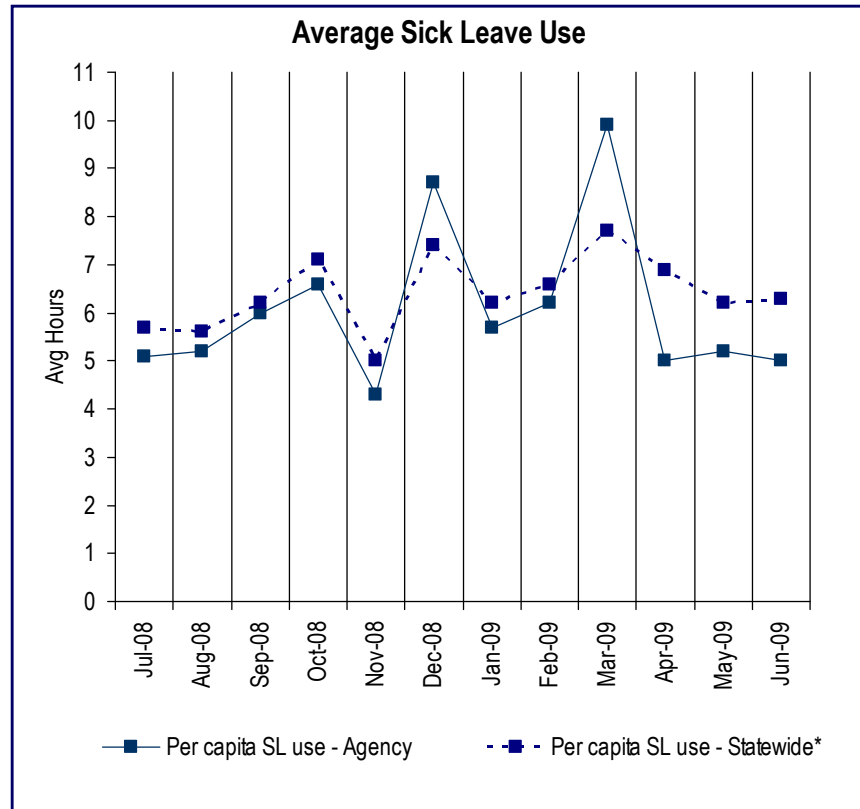
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Sick Leave Usage



Analysis:

- Agency sick leave usage is lower than the statewide average with the exception of December 08 and March 09.
- In December 2008, many employees used sick leave when they were unable to report to work due to inclement weather.
- Agency average sick leave hours used is less than in FY08.
- Our employees maintain a higher sick leave balance per capita than the statewide average.

Action Steps: (What, by whom, by when)

- Supervisors will continue to monitor employee sick leave use to ensure it is for approved reasons and used appropriately.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.1 Hrs	270.3 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09
Source: DOP

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary
grievances/appeals filed
and disposition
(outcomes)**

Washington State Gambling Commission does not have represented employees.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Director's Review Outcomes

Agency had no filings.

Total outcomes = 0

Data Time Period: 07/08 through 06/09
Source: HRM Performance & Accountability Website

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

Personnel Resources Board Outcomes

Agency had no filings.

Total outcomes = 0

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 98%*

*Based on 64 of 65 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Our percentage for this measure has increased in the last year. (92.9% in FY08). We have shown a steady increase over the last three years.
- The agency goal is for 100% of employees to have an individual development plan.
- Our supervisors understand that individual development plans are a crucial part of the overall PDP for an employee, and ensure all employee PDPs incorporate a development component.

Action Steps: (What, by whom, by when)

- We will continue to monitor compliance with our requirement that all staff have an individual development plan. This will be particularly important as we move forward with final performance management confirmation and awards are based on exceeding expectations outlined in PDPs.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 97%*

*Based on 63 of 65 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Our completion percentage remains unchanged from last year. While we are not closer to our goal of 100% of evaluations completed, we have not lost ground, even in the face of new requirements and processes.
- Supervisors are comfortable and confident in writing evaluations.
- The two outstanding evaluations are due to supervisors leaving the agency or a position and not completing an evaluation before moving on.

Action Steps: (What, by whom, by when)

- Human resources staff is working with one manager to complete the two outstanding evaluations.
- Because the evaluations are an integral part of our awards criteria, we will continue to monitor and work with supervisors to ensure 100% of evaluations are completed in a timely manner.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- WSGC had no issues leading to formal disciplinary action during the specified time period.

Analysis:

- There was no formal disciplinary action taken during this time period.
- The agency strives to correct behavior and improve performance through corrective measures.

Action Steps: (What, by whom, by when)

- Human resources staff will continue to work with managers and supervisors to ensure expectations are clear, appropriate and communicated to staff and that staff is held to those standards.
- Human resources will continue working with supervisors to ensure performance and behavioral issues are dealt with at the lowest level that is appropriate.

Disciplinary Grievances and Appeals

Agency Priority: Low

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

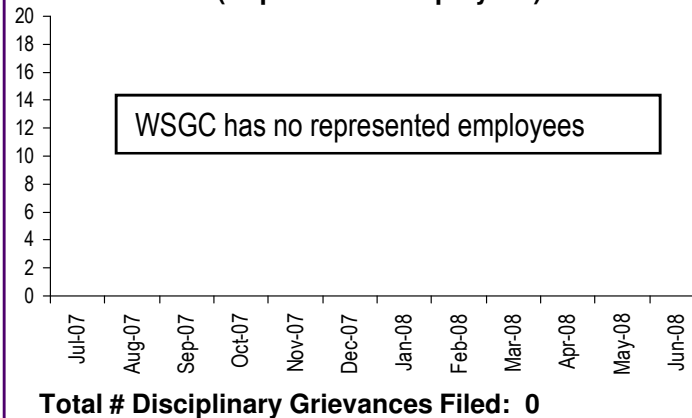
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Disposition (Outcomes) of Disciplinary Grievances

WSGC has no represented employees

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

Disposition (Outcomes) of Disciplinary Appeals*

WSGC had no disciplinary appeals

*Outcomes issued by Personnel Resources Board

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

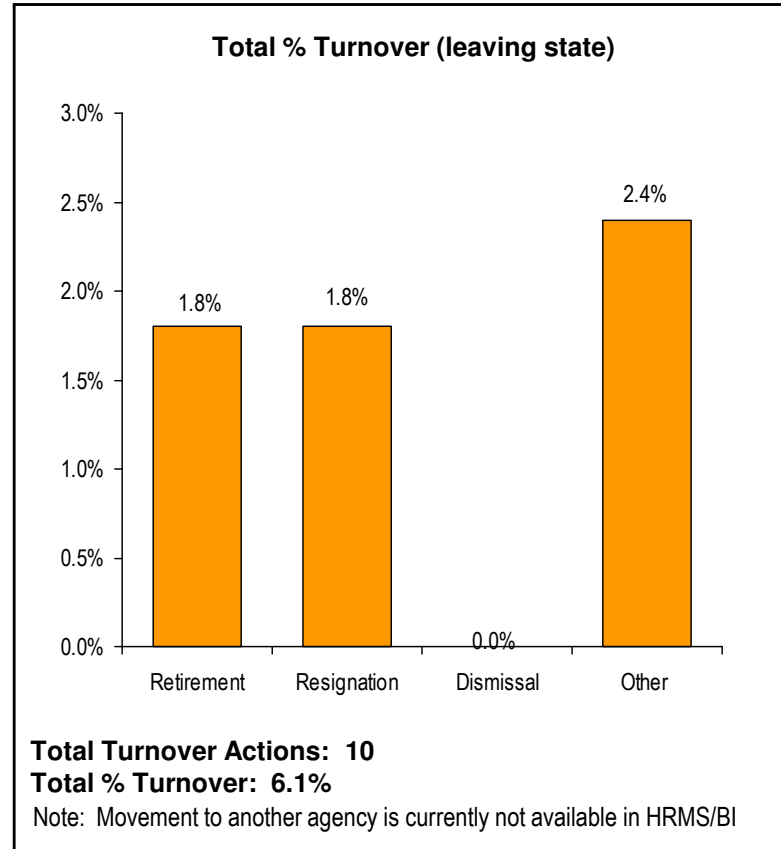
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium



Analysis:

- There were three retirements, three resignations to accept outside employment, three exempt staff separations and one layoff.
- In addition to the ten separations listed, one employee left to accept a promotion with another state agency.
- This turnover percentage is slightly higher than last year (4.9%), but is still below the statewide turnover percentage.

Action Steps: (What, by whom, by when)

- Our turnover rate remains reasonable, therefore we do not need to take affirmative measures to minimize.
- Human Resources will continue to conduct exit interviews of staff leaving the agency and will use that information as a tool to manage future turnover, as appropriate.

Data Time Period: 07/08 through 06/09
 Source: DOP Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

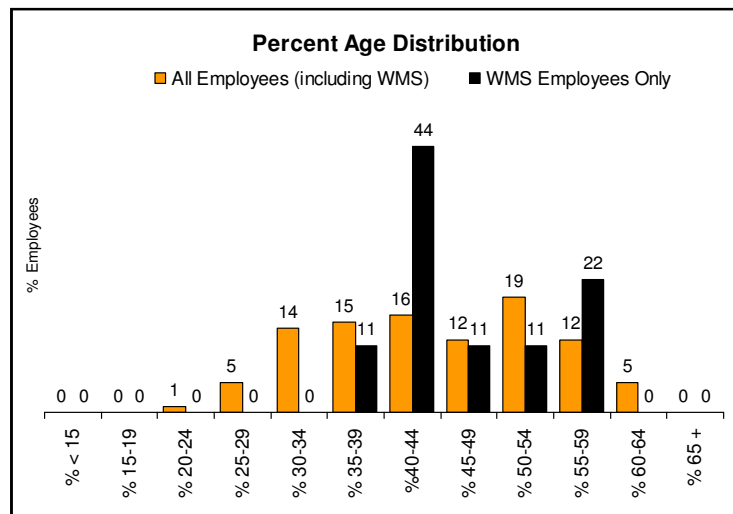
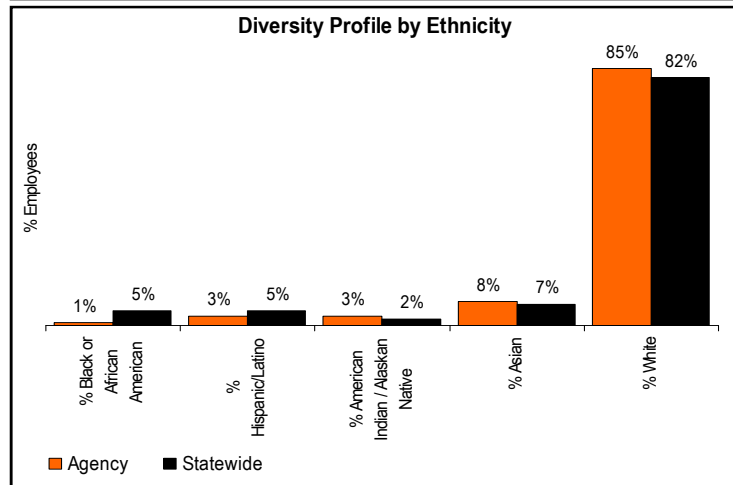
Employee Survey Information

Retention measure (TBD)

Washington State Gambling Commission Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	74%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	1%	2%
People of color	15%	18%
Persons over 40	65%	74%



Analysis:

- The percent of staff considered "People of Color" rose by 1% over FY08 and the percent of staff over 40 years of age rose by 7% over FY08. Because there were no new hires into the agency, these changes cannot be attributed to new agency employees, but to the changing demographics of our current staff and changes in staffing levels.
- The agency utilization is lower than the state's for all of the protected groups.
- The agency is higher than state percentages in ethnicity profile with exception of African American and Hispanic.
- Because there were no appointments from outside of the agency, we were unable to positively affect our utilization of protected group members.

Action Steps: (What, by whom, by when)

- The agency hiring managers and human resources staff will have more opportunities to recruit in FY10 and efforts will be made to recruit from underutilized protected groups.
- We will continue to build relationships with local colleges and high schools to build an internship program for our agency.
- As recruitment opportunities arise, we will continue efforts to diversify our candidate pools.

Data as of 06/09
Source: DOP Business Intelligence

Employee Survey Ratings

Agency Priority: Medium

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	4.0	4.0
2) I receive the information I need to do my job effectively.	4.0	4.0
3) I know how my work contributes to the goals of my agency.	4.2	4.3
4) I know what is expected of me at work.	4.3	4.3
5) I have opportunities at work to learn and grow.	3.9	4.0
6) I have the tools and resources I need to do my job effectively.	4.1	4.1
7) My supervisor treats me with dignity and respect.	4.6	4.5
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.9	3.9
9) I receive recognition for a job well done.	3.9	3.8
10) My performance evaluation provides me with meaningful information about my performance.	3.7	3.6
11) My supervisor holds me and my co-workers accountable for performance.	4.3	4.3
12) I know how my agency measures its success.	3.5	3.7
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.1

Overall average: 4.0 4.1

Number of survey responses: 157 162

Analysis:

- There are no significant changes in survey results from 2006 to 2007.
- Our staff continue to rate our agency higher than the statewide average on most questions.
- Agency supervisors do a good job of providing employees with the tools and information to do their jobs.
- Employees also feel supervisors do a good job of setting and explaining expectations, and providing employees feedback on their performance and recognizing them for a job well done.

Action Steps: (What, by whom, by when)

- Human resources staff will continue to work with supervisors to ensure position descriptions are up-to-date and evaluations are fair and completed in a timely manner. This will ensure staff know what is expected of them, are provided with the tools and resources to be successful, and are provided with feedback on their performance.
- Training is being developed by human resources staff for performance evaluations. This will have a positive impact on our ratings for providing feedback on performance and employee accountability.

Data as of November 2007
Source: DOP Statewide Employee Survey